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ABSTRACT

Information obtained in a survey of chief state school officers in May 1975 pulls together diverse factors that help to clarify the general understanding of the officer's position in each state, as well as those factors that most commonly define all chiefs. Chiefs' salaries, ranging from $20,000 to $75,60[illegible] did not often bear a direct relationship to state economies, salary levels, or per-pupil expenditure. Selected conditions affecting salaries seem to be limited to geographical location and the method of selection--elected chiefs tended to have lower average salaries than appointed chiefs, and appointed chiefs with contracts had the highest average salaries. Job security for the chiefs is limited. Few of them are evaluated with any consistency or by any specific criteria. required qualifications and competencies vary from state to state. generally, the surveyed chiefs had more extensive documented expertise than is required by state law or policy. (Author/MLF)

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FIFTY EDUCATION CHIEFS

A Basis for Comparison

Report No. 86

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April 1976

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Chiefs' Travel Expense Arrangements

Chiefs' Salary Determination and Review Procedures

Chiefs' Qualifications and Competencies

Introduction

FIFTY EDUCATION CHIEFS

A Basis for Comparison

Aside from the fact that the chief state school officers of the 50 states hold their positions in common and are responsible for the administration of state education agencies, what other factors bind them together? Conversely, what factors contribute uniquely to each individual position? Any person with an awareness of the governance of state education systems knows of the differences among state governmental strutures and organizations, the wide social and cultural variance, the political influences and the not-inconsiderable spread among high-and low-income states. Most surely these conditions directly affect the position, the power, the effectiveness and the tenure of each chief state school officer, as do a number of other somewhat less obvious factors.

In May 1975, the Education Commission of the States, at the request of, and in cooperation with, the Council of Chief State School Officers, set out to identify some basic factors affecting chiefs and their salaries through (1) a broadly based questionnaire/opinionnaire and (2) a supplemental, and quite limited, investigation of easily identified specifics. Six months elapsed between the administration of the survey instrument (reproduced in the appendix of this report) and the return of the 50th questionnaire. Basic state information was collected so that ECS researchers and the reader would have some sort of common context in which to evaluate the information gathered. As the returns came in and were compiled, state education codes and other published reports were consulted in order to verify or clarify some of the responses. It was apparent during this period that some of the information, though interesting and potentially useful, would need further development before comparisons could be made and conclusions published. Thus, this report includes only that information gathered through the survey and through the supplemental investigation that was considered appropriate and timely for this limited comparison. Data in this report are for May 1975. Since then, six chiefs have been replaced and some of the salaries have been raised.

Not all of the data upon which this report is based are included in the body or in the appendix of this booklet. Some of the 50-state compilations of survey responses and other documentation for the areas covered are available on request from the Education Commission of the States' research and information services department. However, the personal background and education of each responding chief are considered confidential and will not be released as a 50-state compilation.

FIFTY EDUCATION CHIEFS

A Basis for Comparison

What Makes the Difference?

While there are many, many intangible factors that will affect the salary level of a chief state school officer, one inevitably wonders if the chiefs' salaries could be predicted on the basis of (1) how much each state can afford to pay; (2) whether or not salary levels tend to be high or low in each state; and (3) how much financial emphasis is placed on education in each state. We used available data for 1974, or the 1974-75 school year, to make some statistical comparisons of each chief's salary with:

(1) each state's financial capability as measured by total personal income,

(2) high- or low-salary levels as measured by individual personal per capita income and

(3) financial emphasis for education as measured by expenditure per pupil in average daily attendance.

There do not seem to be any appreciable "tie-ins" between chiefs' salaries and the three categories selected for comparison, although a few states in each comparison did display close relationships between salaries and selected categories. See Table 1 for chiefs' salaries and rankings and Table A in the appendix for the state-by-state figures for the categories listed above.

The Relationship Between Salaries and the Method of Selecting Chiefs

There is an apparent relationship between the manner in which a chief is selected and his salary. Eighteen of the chiefs are elected and 32 are appointed, as shown in Table 2. Thirteen of the 18 elected chiefs were paid below the 50-state median and further, seven of the bottom 10 salaries were paid to elected chiefs. The highest elected chief's salary, Florida's, was ranked number 11.5 and all other elected chiefs' salaries were ranked 22nd or below. Median salary for elected chiefs was $27,750; contrast this with the 50-state chief's salary median of $35,117.

There is no obvious correlation between salaries of the four chiefs who are governor appointed and those who are appointed by state boards. The 10 state-board appointed chiefs holding contracts, however, did seem to fare well generally on the 50-state salary scale; only three of these salaries fell below 11.5 in rank. Median salary for chiefs holding contracts was $40,761, about one and one-half times the elected chiefs' salary median and about 13 percent more than the median salary for all appointed chiefs.

TABLE 1

CHIEF STATE SCHOOL OFFICERS
Salaries
May 1975

Alphabetical	Salary	Rank	By Rank	Salary	Rank
Alabama	$27,208	37	New York	$57,650	1
Alaska	40,000	11.5	Ohio	50,000	2
*Arizona	27,500	36	Illinois	48,000	3
Arkansas	25,600	40	Maryland	45,900	4
*California	35,000	22	West Virginia	45,000	5
Colorado	40,000	11.5	New Jersey	43,000	6
Connecticut	32,958	26	Rhode Island	42,000	7
Delaware	40,647	9	Michigan	40,875	8
*Florida	40,000	11.5	Delaware	40,647	9
*Georgia	35,000	22	Alaska	40,000	11.5
Hawaii	33,275	25	Colorado	40,000	11.5
*Idaho	23,000	47.5	*Florida	40,000	11.5
Illinois	48,000	3	Pennsylvania	40,000	11.5
*Indiana	25,000	43	Missouri	38,328	14
Iowa	29,000	30.5	Massachusetts	38,232	15
Kansas	36,000	18	Tennessee	37,800	16
*Kentucky	22,500	49	Virginia	36,375	17
*Louisiana	35,000	22	Kansas	36,000	18
Maine	24,000	45	Utah	35,820	19
Maryland	45,900	4	Texas	35,588	20
Massachusetts	38,232	15	*California	35,000	22
Michigan	40,875	8	*Georgia	35,000	22
Minnesota	29,800	29	*Louisiana	35,000	22
*Mississippi	26,000	39	*North Carolina	33,500	24
Missouri	38,328	14	Hawaii	33,275	25
*Montana	20,000	50	Connecticut	32,958	26
Nebraska	28,000	33.5	*South Carolina	31,288	27
Nevada	27,720	35	*Oklahoma	30,000	28
New Hampshire	25,216	41	Minnesota	29,800	29
New Jersey	43,000	6	Iowa	29,000	30.5
New Mexico	28,080	32	*Oregon	29,000	30.5
New York	57,650	1	New Mexico	28,080	32
*North Carolina	33,500	24	Nebraska	28,000	33.5
*North Dakota	28,000	33.5	*North Dakota	28,000	33.5
Ohio	50,000	2	Nevada	27,720	35
*Oklahoma	30,000	28	*Arizona	27,500	36
*Oregon	29,000	30.5	Alabama	27,208	37
Pennsylvania	40,000	11.5	Vermont	26,060	38
Rhode Island	42,000	7	*Mississippi	26,000	39
*South Carolina	31,288	27	Arkansas	25,600	40
South Dakota	25,000	43	New Hampshire	25,216	41
Tennessee	37,800	16	*Indiana	25,000	43
Texas	35,588	20	South Dakota	25,000	43
Utah	35,820	19	*Wisconsin	25,000	43
Vermont	26,060	38	Maine	24,000	45
Virginia	36,375	17	*Washington	23,700	46
*Washington	23,700	46	*Idaho	23,000	47.5
West Virginia	45,000	5	*Wyoming	23,000	47.5
*Wisconsin	25,000	43	*Kentucky	22,500	49
*Wyoming	23,000	47.5	*Montana	20,000	50

*Elected

Average: $33,367 Median: $33,117

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TABLE 2

SELECTION OF CHIEF STATE SCHOOL OFFICERS

ELECTED: 18

Partisan: 10
- Arizona
- Florida
- Georgia
- Idaho
- Indiana
- Montana
- North Carolina
- Oklahoma
- South Carolina
- Wyoming

Nonpartisan: 8
- California
- Kentucky-partisan primary
- Louisiana
- Mississippi
- North Dakota
- Oregon
- Washington
- Wisconsin

APPOINTED: 32

By State Board: 28
- Alabama
- Alaska-1,4
- Arkansas-1
- Colorado-4
- Connecticut-4
- Delaware-4
- Hawaii
- Illinois-4
- Iowa-3,4
- Kansas-4
- Maryland
- Massachusetts-4
- Michigan
- Minnesota-3,4
- Missouri
- Nebraska-4
- Nevada-4
- New Hampshire-2
- New Jersey-4
- New Mexico-4
- New York-4
- Ohio
- Rhode Island-4
- South Dakota-4
- Texas-3,4
- Utah
- Vermont-1,4
- West Virginia

By Governor: 4
- Maine-5
- Pennsylvania-3
- Tennessee
- Virginia-4,6

NOTES ON APPOINTED CHIEFS
1. Confirmed by governor.
2. Confirmed by governor and council.
3. Confirmed by senate.
4. Committee used in selection, either consistently or sometimes.
5. Confirmed by executive council.
6. Confirmed by general assembly.

CHIEFS REPORTING CONTRACTS: 5
- Alaska
- Illinois
- Michigan
- New Jersey
- Rhode Island

ADDITIONAL CHIEFS HOLDING CONTRACTS: 5
Supplementary information from CCSSO
- Maryland
- Delaware
- Iowa
- Minnesota
- Texas

Geographical Factors and Salaries

The theory that states tend to pay salaries that are competitive with contiguous states has some demonstrated basis in fact. If the states are grouped into standard regions established by the National Association of State Boards of Education (NASBE), a pattern emerges. The Western area average salary is lowest, the Southern and Central area salaries hover around the 50-state average and the Northeastern area salary average is highest. However, other factors are undoubtedly present in this kind of regional grouping. The cost of living, for example, is reputedly high in the Northeastern area. Additionally, none of the chiefs in the Northeastern area is elected, and we have already pointed out that elected chiefs' salaries tend to be lower. Table 3 provides specific information on geographical location and chiefs' salaries.

Again, variables running through state politics, the structure of each state government, the states' economy, the powers and duties of each chief, the size of each education agency, the difficulty of the administration, the scope of each chief's control or lack of it and each chief's personal background and personality may all ultimately affect the size of chiefs' salaries.

Law and Policy

That most chiefs' salaries are, in the final analysis, set by law (the legislature) was evidenced by the fact that 33 chiefs indicated that this was most specifically the case. Chiefs in an additional 13 states responded that the state board of education either set their salaries directly or recommended the amount for approval by the governor or the legislature. Atypical responces included: New Mexico, where the chief's salary is determined by the state personnel board; New York, where that responsibility lies with the Division of the Budget; Michigan, which indicated "department appropriation" and Virginia, where the salary is set by the governor under general assembly authorization.

Most often (in 43 states) the cost of living was not an automatic factor in salary changes, but it has figured significantly in some salary raises over the last five years. Seven chiefs named cost of living as a reason for an increase in the five-year period and five chiefs received a raise as part of a general increase (possibly based on a rise in the cost of living). In one state, Delaware, the chief's salary is based on an average of three "like" school district positions. Nebraska made a recent increase as a result of a salary study. New York increased its chief's salary "in accordance with increases negotiated by unionized personnel." (If the practice of public employee bargaining continues to grow, it is possible that this New York practice will filter into other states.)

A majority of chiefs stated that they did not receive mandatory formal and regular salary review, but that they were occasionally reviewed by (1) the governor -- 5 chiefs, (2) the legislature -- 19 chiefs, or (3) the state

TABLE 3

GEOGRAPHICAL DISTRIBUTION OF CHIEFS' SALARIES
May 1975

Western Area (26% of all states)	Southern Area (24% of all states)	Central Area (26% of all states)	Northeastern Area (22% of all states)
Average Salary: $29,700	Average Salary: $32,081	Average Salary: $33,470	Average Salary: $37,787
Median Salary: $28,080	Median Salary: $34,250	Median Salary: $29,900	Median Salary: $40,000
High Rank: 11.5	High Rank: 5	High Rank: 2	High Rank: 1
Low Rank: 50	Low Rank: 49	Low Rank: 43	Low Rank: 45
Alaska	Alabama	Illinois	Connecticut
*Arizona	Arkansas	*Indiana	Delaware
*California	*Florida	Iowa	Maine
Colorado	*Georgia	Kansas	Maryland
Hawaii	*Kentucky	Michigan	Massachusetts
*Idaho	*Louisiana	Minnesota	New Hampshire
*Montana	*Mississippi	Missouri	New Jersey
Nevada	*North Carolina	Nebraska	New York
New Mexico	*South Carolina	*North Dakota	Pennsylvania
*Oregon	Tennessee	Ohio	Rhode Island
Utah	Virginia	*Oklahoma	Vermont
*Washington	West Virginia	South Dakota	
*Wyoming		Texas	
		*Wisconsin	
(69% of these salaries fell below the 50-state median.)	(33% of these salaries fell below the 50-state median.)	(57% of these salaries fell below the 50-state median.)	(36% of these salaries fell below the 50-state median.)
	(46% of these salaries fell below the 50-state median)		

board of education -- 12 chiefs. Georgia's and Wisconsin's chiefs' salaries are reviewed by the state compensation board and the state personnel bureau, respectively.

Higher or Lower?

Information on the salaries of state public university presidents, top school district superintendents and state teacher organization directors was sought in the survey in order to compare chiefs' salaries with these positions in each state. Fringe benefits were not considered in the comparisons, but the reader may find information on chiefs' benefits reported in Table C in the appendix.

When chiefs' salaries were compared with the salaries of their states' public university presidents, it was revealed that 38 chiefs were paid less than their states' university presidents, two chiefs had higher salaries and three chiefs were paid the same (New York's chief is also the university president). The 43 university presidents' salaries listed in Table 4 have a median of $43,500, as opposed to the chiefs' median of $33,117.

The best-paid district superintendents in 42 states had salaries exceeding that of the state chief, according to 49 survey responses. That left seven chiefs with salaries higher than the top district superintendent. Median salary for the 49 top district superintendents was $41,000, almost $8,000 more than the chiefs' median.

Only 33 responses were recieved on the salaries of state teacher organization directors. Some of the responses were clearly identified as estimates and it is quite possible that some of the other responses not specifically identified as estimates may be, indeed, just that. No attempt at comparison was made although the figures are included in Table 4.

Short Tenure for Chiefs

A look at the tenure of the chiefs responding to the survey (Table 5) indicates that most of them are not "career chiefs." Indeed, 22 chiefs serving at the pleasure of the state board and three chiefs serving at the pleasure of the governor have, at least technically, no job security at all if survey responses are correct. However, since five chiefs who did not specifically indicate a contract in their survey responses were subsequently identified by the Council of Chief State School Officers as contract holders, the figures above may not be totally accurate. It may be sufficient to say that a significant percentage of chiefs do not have the job security implicit in a specific term of office. All elected chiefs serve a four-year term, which is also the most commonly specified term of office for those appointed chiefs who reported definite terms. Two exceptions to the four-year rule were Delaware's chief, with a one-year contract, and New Jersey's chief, with a five-year contract. See Table 6 for all chiefs' terms of office.

TABLE 4

SALARY COMPARISON
May 1975
Other Agency Heads

State	Chief	State University President	Top District Superintendent	Teacher Group Head
Alabama	$27,208	$43,000	$39,000	$35,000
Alaska	40,000	NA	52,000	NA
*Arizona	27,500	52,343	37,120	31,000
Arkansas	25,600	35,750	32,245	31,270
*California	35,000	59,500	54,250	NA
Colorado	40,000	50,000	45,000+ 5,000 retirement	28,000
Connecticut	32,958	44,408	43,000	NA
Delaware	40,647	NA	46,000	25,000 est
*Florida	40,000	45,000	50,000	30,000
*Georgia	35,000	46,500	45,856	30,000 est
Hawaii	33,275	40,000	28,474	28,000
*Idaho	23,000	38,360	38,360	NA
Illinois	48,000	NA	56,000	40,000
*Indiana	25,000	50,000	50,000	37,500
Iowa	29,000	43,500	37,900	35,819
Kansas	36,000	50,000	50,000	NA
*Kentucky	22,500	42,500	41,000	25,000
*Louisiana	35,000	47,576	42,173	NA
Maine	24,000	42,000+ house, auto, etc.	26,250	NA
Maryland	45,900	NA	50,000	40,000
Massachusetts	38,232	47,000+	47,000	50,000+
Michigan	40,875	57,000	45,000	35,000
Minnesota	29,800	60,000+ house, car	48,000+ house, car	42,000
*Mississippi	26,000	39,808	31,000	23,000
Missouri	38,328	45,000	52,120	38,500
*Montana	20,000	35,000	32,000	26,000
Nebraska	28,000	44,500	39,000	28,000
Nevada	27,720	37,500+ fringes	44,046	NA

SALARY COMPARISON May 1975 Other Agency Heads

State	Chief	State University President	Top District Superintendent	Teacher Group Head
New Hampshire	$25,215	$40,000	$29,176	NA
New Jersey	43,000	36,512	47,000	NA
New Mexico	28,080	39,450+ fringes	36,000	25,402+ fringes
New York	57,650	57,650 (Chief is president)	52,000	50,000 est.
*North Carolina	33,500	48,520	40,000	39,507
*North Dakota	28,000	40,000	29,000	24,000
Ohio	50,000	50,000	44,550	45,000
*Oklahoma	30,000	47,600	41,000	30,300
*Oregon	29,000	NA	50,000	NA
Pennsylvania	40,000	NA	47,503	NA
Rhode Island	42,000	41,000	35,070	NA
*South Carolina	31,283	40,832	41,800	NA
South Dakota	25,000	39,000	30,000	23,750
Tennessee	37,800	46,000	45,000	39,524
Texas	35,588	32,500+ 16,500 supplement, house, utilities	NA	NA
Utah	36,820	41,500	33,000	29,450
Vermont	26,060	40,000	25,027	25,000
Virginia	36,375	NA	43,175	NA
*Washington	23,700	45,000	38,000	38,000
West Virginia	45,000	45,000	32,000	22,000
*Wisconsin	25,000	48,000	40,499	NA
*Wyoming	23,000	38,000	32,000	24,300

*Elected

NA - Not Available

TABLE 5

CHIEF STATE SCHOOL OFFICERS
Personal Tenure and Background
As Responded

Mid-1975

Year in Which Office was Assumed	States	Tenure Value in Years	Number of Chiefs	Total Years of Tenure
1975	Arizona*, Idaho*, Illinois, Kansas, Maine, Nebraska, Oregon*, Rhode Island, South Dakota, Tennessee Virginia	.5	11	5.5
1974	Connecticut, Florida*, Hawaii, New Jersey, Texas	1	5	5
1973	Colorado, Indiana*, Massachusetts, Washington*, Wisconsin*	2	5	10
1972	Iowa, Kentucky*, Louisiana*, Nevada, Pennsylvania, Vermont	3	6	18
1971	Alabama, Arkansas, California*, Missouri, Oklahoma*, Wyoming*,	4	6	24
1970	Minnesota, Utah, West Virginia	5	3	15
1969	Michigan, Montana*, New York, North Carolina*	6	4	24
1968	Mississippi*, New Hampshire	7	2	14
1967	Delaware, South Carolina*	8	2	16
1966	Georgia*, Ohio	9	2	18
1964	Maryland	11	1	11
1963	New Mexico	12	1	12
1953	Arizona	22	1	22
1951	North Dakota*	24	1	24
Totals	50 states		50 chiefs	218.5

Average Tenure of Chiefs, mid-1975: 4.37 years
Average Tenure of Elected Chiefs: 4.81 years
Median Tenure of Elected Chiefs: 3.50 years
Average Tenure of Appointed Chiefs: 4.12 years
Median Tenure of Appointed Chiefs: 2.50 years

*Elected

TABLE 6

TERM OF OFFICE

At the Pleasure of the State Board: 22

Alabama
Colorado
Connecticut
Hawaii
Illinois+
Iowa[1]+
Kansas
Massachusetts
Michigan+
Missouri
Nebraska
Nevada
New Hampshire
New Mexico
New York
Ohio
South Dakota
Texas+
Utah
Vermont
Virginia
West Virginia

1. or 4 years

At the Pleasure of the Governor: 3

Arkansas
Pennsylvania
Tennessee

Term Specified in Contract: 3

Alaska+
Illinois+
Rhode Island+

Four-Year Terms: 21

Arizona*
California*
Florida*
Georgia*
Idaho*
Indiana*
Kentucky*
Louisiana*
Maine
Maryland+
Minnesota+
Mississippi*
Montana*
North Carolina*
North Dakota*
Oklahoma*
Oregon*
South Carolina*
Washington*
Wisconsin*
Wyoming*

One-Year Term

Delaware+

Five-Year Term

New Jersey+

*Elected
+Chiefs holding contracts. Only three reported contractually-specified terms of office.

While six chiefs have held their positions for 10 years or more and North Dakota's and Arkansas' chiefs have been in office over 20 years, the median tenure of responding chiefs in May 1975 was only about three years. This median is almost certain to be lower than the tenure of many holding top management positions in state education agencies.

Within the Department

It is reasonable to assume that career personnel in management positions in education agencies will have comfortable salaries determined by and raised in accordance with the procedures of a state personnel system. To compare chiefs' salaries with the salaries of those who work directly under them, we asked for the top six subordinate salaries in each state education agency. Table 7 shows each chief's salary as it compares with the highest subordinate salary reported (not necessarily the salary of the first deputy). Thirty-eight chiefs were better paid than their best-paid subordinates. The remaining twelve reported salaries:

Lower than Highest Subordinate Salary	Lower than Second-Highest Subordinate Salary	Lower than Third-Highest Subordinate Salary
Alaska	Arizona*	Arizona*
Arizona*	Idaho*	Indiana*
Florida*	Indiana*	Kentucky*
Idaho*	Kentucky*	Montana*
Indiana*	Montana*	Oregon*
Kentucky*	Oregon*	Washington*
Minnesota	Washington*	Wisconsin*
Montana*	Wisconsin*	
Oregon*		
Pennsylvania		
Washington*		
Wisconsin*		

(See also Table 7)

Size of Administration

To get an idea of the size of each chief's administration, data on the number of professional employees in each state education agency was collected, but the survey questions were not definitive enough to elicit directly comparable answers. However, a comparison was made using established data for 1972. See Table D in the appendix.

Powers and Duties

No attempt was made to analyze the constitutional/statutory/policy-established powers and duties of each chief. Such an analysis, however, could be

*Elected

TABLE 7

SALARY COMPARISON
May 1975

State	Chief	Best-Paid Subordinate	Percentage Relationship
Alabama	$27,208	$26,130	104%
Alaska	40,000	41,964 (Average of Range)	95%
*Arizona	27,500	31,914	86%
Arkansas	25,600	21,853	114%
*California	35,000	34,992	100%
Colorado	40,000	29,000	138%
Connecticut	32,958	28,645	115%
Delaware	40,647	29,300	139%
*Florida	40,000	50,000 (State Univ. Chancellor)	80%
*Georgia	35,000	32,568	107%
Hawaii	33,275	31,165	107%
*Idaho	23,000	24,360	94%
Illinois	48,000	35,000	137%
*Indiana	25,000	27,638	90%
Iowa	29,000	26,375	110%
Kansas	36,000	29,076	124%
*Kentucky	22,500	24,888	90%
*Louisiana	35,000	27,000	130%
Maine	24,000	23,888	100%
Maryland	45,900	39,200	120%
Massachusetts	38,232	33,500	114%
Michigan	40,875	35,850	114%
Minnesota	29,800	32,000	93%
*Mississippi	26,000	24,876	105%
Missouri	38,328	28,500	134%
*Montana	20,000	25,000	80%
Nebraska	28,000	21,732	129%
Nevada	27,720	25,400	109%
New Hampshire	25,216	21,615	117%
New Jersey	43,000	38,843	111%
New Mexico	28,080	18,438	152%
New York	57,650	47,771	121%
*North Carolina	33,500	27,150 (Average of of Range)	123%
*North Dakota	28,000	24,048	116%

SALARY COMPARISON May 1975

State	Chief	Best-Paid Subordinate	Percentage Relationship
Ohio	$50,000	$32,011	156%
*Oklahoma	30,000	27,600	109%
*Oregon	29,000	29,543	98%
Pennsylvania	40,000	40,059[X]	100%
Rhode Island	42,000	33,080	127%
*South Carolina	34,000	31,288	109%
South Dakota	25,000	22,400	112%
Tennessee	37,800	25,000 (Average of Range)	151%
Texas	35,588	32,588	109%
Utah	35,820	33,484 (Average of Range)	107%
Vermont	26,060	22,420	116%
Virginia	36,375	32,690	114%
*Washington	23,700	31,752	75%
West Virginia	45,000	29,280	154%
*Wisconsin	25,000	32,952	76%
*Wyoming	23,000	20,900	110%

*Elected

[X]Recent rule: no employee may earn more than Chief, but incumbents retain salaries.

a useful (and extensive) addition to the body of knowledge of state education governance and administration. On the survey, chiefs only briefly reported their broad powers and duties since there was little space on the questionnaire. A cursory examination of state education codes and constitutions reveals that, while the powers and duties of a few chiefs are stated in a sentence or two, most often the chief's powers and duties are listed in considerable detail through each state education code. A complicating factor here is that, if the chief is to "execute the powers and duties of the state board of education" or "state department of education" applicable statutes for state board and state department responsibilities must be picked out and reviewed also. Additionally, it would be necessary to examine written state policies applying to chiefs, state boards and state departments.

A 50-state compilation of responses to the powers and duties section of the survey will be found in Table E in the appendix. Included in the compilation is information gathered by ECS research staff relative to the relationship of each chief to his/her state board of education as established by law. Thirty-seven chiefs are designated as secretary and/or executive/administrative agent of the state board. A statement of the chief's relationship to the board was not located in codes for Alaska, Nevada and Maine. Wisconsin does not have a state board. The nine remaining exceptions to the general rule are stated below.

Idaho: Chief is voting member of board
Indiana: Chief is chairman of board
Michigan: Chief is ex-officio chairman of board
Mississippi: Chief is chairman of board
North Dakota: Chief is director and executive secretary of board
Oklahoma: Chief is president and executive officer of board
Tennessee: Chief is chairman and ex-officio member of board
Washington: Chief is president of board
Wyoming: Chief is nonvoting ex-officio member of board

Boards and Committees

It is common knowledge, particularly in the education community, that chief state school officers are very busy people. This was reinforced by the 46 responses to the question asking chiefs to list their required membership on boards, commissions, councils, committees, etc. It was apparent that the areas in which most boards were involved were analogous to areas defined in many state codes as a chief's responsibility. For example, a chief who lists membership on a state library board may have duties related to state libraries (and unrelated to his library board membership) listed in the state code as well. And a chief who does not list membership on a state library board may be heavily involved with state libraries anyway, executing duties dictated by the state code.

This report as it stands does not serve as a useful delineation of the powers and duties of each chief or as a measure of the volume of each chief's responsibilities, the extent and reach of each chief's expertise or of each chief's power. It only serves to point up the the breadth of chiefs' responsibilities and to indicate the need for further investigation.

Thirty chiefs reported membership on boards related to postsecondary education (including community and junior colleges); four of these chiefs have direct statutory responsibility for postsecondary education. Seventeen chiefs indicated involvement in teacher retirement boards, four listed membership on teacher standards/training/licensing boards. Twelve chiefs listed participation in boards related to facilities, construction or land; eleven indicated television/radio board involvement. Other areas of response included: Nonpublic governance (5); libraries (6); handicapped (8); vocational/technical/adult (7); child development and/or youth services (9); senior citizens (3); manpower (5); and textbooks (3). Additional areas mentioned more than once included finance, school district organization, health, drug abuse, culture, civil defense and safety. Some chiefs mentioned boards dealing with areas quite remote from the common understanding of education.

With some rather outstanding exceptions, it appears that elected chiefs tend to have slightly more "extra" responsibilities than appointed chiefs. The 17 elected chiefs had an average of 6.50 extra board memberships, while the 29 appointed chiefs answering the question averaged 4.64 memberships. However, the evidence gathered in the survey cannot be regarded as conclusive without further investigation.

Communication

Fourteen chiefs stated that they had a formal or firmly established informal relationship with the governors of their states because they were either members of the governor's cabinet or a similar body or because they regularly attending meetings of such groups. Opportunities for communication with the state board of education did not seem to be lacking for any of the chiefs; they all attended board meetings on a regular basis. Most chiefs also indicated little difficulty in communicating with legislators, despite the lack of formal arrangements for contact. Table E in the appendix includes listings of "extra" boards and committees upon which chiefs are required to serve as well as comments on opportunities for communication.

Competencies and Qualifications

As noted earlier, all responses to the survey were from those chiefs in office in May 1975, with the exception of South Dakota's present chief, who responded to the survey after taking office in July 1975. Other new chiefs installed since May 1975 are those in Alabama, Hawaii, Kentucky, Mississippi and Nevada; predecessors to these chiefs were survey respondents.

Each chief was asked to provide a brief description of the qualifications for the office as established by state law or policy. Additionally, opinions were requested as to which competencies were considered essential for the job and which competencies were desirable (useful, but not necessary).

A number of qualifications or competencies were repeated in all three categories (i.e., a requirement for a master's degree may have been listed by one particular chief, may have been considered essential by the chief in another state although it was not required or may have been listed as merely desirable by still another state's chief).

Since the questions required "write-in" answers, similar responses were inevitably couched in a variety of terms -- quite often, that is, no two chiefs used precisely the same words in describing the same general qualification or competency. Therefore, it was necessary for the writer to apply her own judgment in interpreting many responses in order to break them down into manageable categories.

All 18 elected chiefs must be qualified electors -- state citizens. In more than a few cases, that is the only qualification a candidate for the office of chief must have. Two states, Missouri and Texas, who have appointed chiefs, require them to be state citizens at the time of their appointment.

The following qualifications and competencies were identified from survey responses. They are reported by the number of times they were mentioned in each sector: Required (R); Essential (E); and Desirable (D).

	R	E	D	Total
1. Bachelor's Degree	6	1	2	9
2. Master's Degree	11	2	2	15
3. Doctorate	1	0	1	2
4. Must hold state teacher certification or be eligible	2	0	0	2
5. Must be experienced educator (certification is almost implicit)	13	9	4	26
6. Must hold state administrator certification or be eligible	5	0	1	6
7. Must be experienced administrator, preferably in education	18	9	7	34
8. Must have knowledge of school finance and/or budgeting	3	4	5	12
9. Must have knowledge of state politics and/or governmental structure	1	12	7	20
10. Must have knowledge of school law (this was not reported often, but an examination of state codes indicates that this skill is needed by most chiefs)	0	6	4	10
11. Must be aware of socioeconomic factors in state and/or educational needs of populace	1	7	4	12
12. Must have expertise in collective bargaining	0	1	2	3
13. Must have knowledge of, or be able to deal with federal level of government	0	1	2	3

		R	E	E	Total
14.	Must have knowledge of legislative process and ability to deal with legislature	2	8	6	16
15.	Must be skilled in communications, both public and personal; including public relations, relations with school board and other state officials; good speaking and writing abilities.	5	23	7	35
16.	Must be able to exercise judgement selecting, directing, coordinating staff of department	3	12	3	18
17.	Must be of good moral character, have integrity, be fair, etc.	5	4	2	11
18.	Must be dedicated, committed to public education	2	4	4	10
19.	Must have stamina, tenacity, energy	2	2	3	7
20.	Must have charisma, personality	0	1	3	4

Additional characteristics were mentioned less than three times. They included items such as business experience, state education agency experience, expertise in teacher certification, ability to compromise and knowledge of construction and school facilities.

A few chiefs mentioned those enviable qualities that are desirable in any leader: "An attitude that work has dignity; one's word is his bond; personal spiritual strength and commitment. . ." -- "the power to listen . . . a sense of humor; a curiosity to learn; flexibility. . ." -- "popularity, magnaminity, compelling desire to be of service to people, particularly children and youth."

Evaluation and Termination

Once a chief is "off and running" -- executing his job -- is his performance formally and regularly evaluated? We asked this question. The 18 elected chiefs are presumed to be evaluated and retained or removed from office by the voters in their states. A number of them stated this. Responses from appointed chiefs indicated that many of their states had no mandatory schedules or procedures for chiefs' evaluation but that evaluation of some did occur informally and irregularly. Ten respondents indicated formal evaluation by policy or regulation, seven indicated informal and/or irregular evaluation; and one respondent, with a contract, said he would be evaluated for contract renewal. Most often, evaluations were by the state board.

It may be assumed that most elected chiefs, in addition to facing termination via the ballot box, would be subject to impeachment or recall. Ten elected respondents confirmed this. Ten additional respondents reported specific termination procedures in state codes. Two chiefs holding contracts stated that termination procedures were included in their contracts. See Table B in the appendix for further detail.

Measuring Up

The personal background of those chiefs holding office at the time of the survey seemed to run the gamut from a history totally unrelated to education to the kinds of learning and experience that would, quite according to to traditional thinking, fit the concept of a chief state school officer. The education and experience of appointed chiefs, certainly, was given careful consideration before they were named for their offices. It is interesting to note, however, that in the competencies and qualifications section of the survey, the chiefs themselves mentioned communications skills, public, personal and staff relations and political knowledge more often than any of the other characteristics listed.

Forty-seven chiefs answered the education section of the survey. One elected chief possessed less than a bachelor's degree; two (one elected) held a bachelor's degree; eight chiefs (two elected) held master's degrees; two chiefs (one elected) held "intermediate" -- between master's and doctorate -- degrees; and 34 chiefs (12 elected) reported doctorates. One chief reported four honorary doctorates, another reported two.

Degrees in education areas topped the list of fields of study for chiefs; 23 were indicated. Other fields were philosophy, six (two elected); liberal arts, four (two elected); science, three (one elected) and law, three (two elected). Six chiefs did not identify their primary area of study. Thirty-two chiefs (14 elected) received some or all of their postsecondary education in the state they were serving.

Respondents were also asked about their job experience immediately prior to their installation as chiefs. Forty-three (14 elected) had been working as educational administrators and an additional three (all elected) came from administrative backgrounds in other fields. Four of the chiefs (three elected) were former state legislators and two had held positions in their governor's office.

Forty-three chiefs came to their positions with in-state experience; 37 of these were educational administrators. Six chiefs indicated that they were "imports" -- that is, they came into office from an educational administrative position in another state. Two chiefs had been chief state school officers in other states.

Additional disclosures included experience:

- in a state education agency in-state -- 11
- in a state education agency out-of-state -- 1
- as a district superintendent in-state -- 15
- as a district superintendent out-of-state -- 1
- in a postsecondary level position in-state -- 10
- in a postsecondary level position out-of-state -- 1

As an aside, we note that of the fifty chiefs, four (three elected) are white females and two (one elected) are black males.

Summary and Conclusions

Information gathered through the survey of chief state school officers in May 1975 pulls together diverse factors that help to clarify the general understanding of the chief state school officer's position in each state as well as those factors that most commonly define all chiefs. That a great diversity exists among the 50 chiefs and their offices is indisputable; whether or not such disparities should exist is at this point in time and history an unanswered question. Certainly, conditions in each state vary greatly from conditions in other states, and it is obvious that each chief's position is not precisely the same as that of any other chief. Yet, each state has an education system, a state education agency and a chief state school officer to oversee and administer these complex arrangements.

Chiefs' salaries, ranging from $20,000 to $57,600 (May 1975) did not often bear a direct relationship to state economies, salary levels or per-pupil expenditure. Selected conditions affecting salaries, at least somewhat, seem to be limited to geographical location and the method of selection -- elected chiefs tended to have lower average salaries than appointed chiefs; and appointed chiefs with contracts had the highest average salaries. Chiefs' salaries, when compared with those for similar positions in each state, were lower in most cases. And when the chiefs' salaries were compared with those of their top staff, it was revealed that 12 states paid their chiefs less than the best-paid subordinates in the state education agency. The fact that chiefs do not enjoy career status, as do education agency personnel, may be one reason why education agency personnel are sometimes paid more than their chiefs. Unlike chiefs, state employees work under a state personnel system with established salary schedules and review timetables, usually based on individual position and tenure.

Job security for the chiefs is limited. Few of them are evaluated with any consistency or by any specific criteria. Term of office for those elected is four years, but it could be cut short by recall or impeachment, or ended at four years by electoral defeat. Some appointed chiefs serve for stipulated terms, most often four years, while many appointed chiefs serve, sometimes precariously, "at the pleasure of" the state board or the governor.

Although the chiefs hold like positions across the nation, required qualifications and competencies vary from state to state, with some states requiring virtually nothing and most states requiring a few measurable competencies with additional intangible "abilities." The responding chiefs themselves felt that far more competency was needed for their positions than was actually required by law or policy. Generally, the surveyed chiefs had more extensive documented expertise than is required by state law or policy. The overall quality of these chiefs, based on their reports of their own education and experience, was significantly higher than that required.

While the powers and duties of the chiefs deserve a comprehensive analysis beyond the scope of this report, it was apparent from survey responses that no matter who the chief is or which state he serves, these are extensive. When average membership on extra boards and committees was computed, elected chiefs had a slightly higher average than appointed chiefs. An unanswered question is whether or not their powers and duties are more or less extensive than those for other chiefs.

The Typical Chief

A "composite" chief serves a composite state with a population of just under three million. That state's wealth, measured by total personal income, is just over $14 billion. Twenty-four and one-half percent of the population in the state is children ages 5-17, and 82 percent of these children are attending public schools. The personal per-capita income for the state was $5,223 in 1974; expenditure for the education of each pupil in average daily attendance in 1974-75 was $1,146. The chief is a white male who was appointed by the state board of education and who, at the time of the survey, had been in office about three years. He is chief executive officer of the state board of education and serves on at least five extra boards, councils, commissions, etc. His salary in May 1975 was $33,367 per year, more than the salary of top education agency personnel but less than comparable salaries for similar positions in his state. He feels that communication skills, public relations and staff relations are of primary importance to the successful execution of his responsibilities. Some of his postsecondary education was received in his state; he holds a doctorate in an education field. Before he became chief, he was an educational administrator in his state.

APPENDIX A

TABLE A

BASIC STATE ECONOMIC DATA

State	Total Personal Income Millions	Rank	Per-Capita Personal Income Dollars	Rank	Expenditure Per Pupil in ADA Dollars	Rank
Alabama	$ 15,016	24	$ 4,198	48	$ 871	48
Alaska	4,970	48	7,023	1	1,624	2
Arizona	10,742	31	4,989	30	1,176	24
Arkansas	8,826	32	4,280	45	896	46
California	125,379	1	5,997	8	1,210	21
Colorado	13,337	26	5,343	20	1,188	23
Connecticut	19,981	19	6,471	2	1,507	5
Delaware	3,568	43	6,227	6	1,485	7
Florida	42,354	9	5,235	25	1,147	25
Georgia	22,760	17	4,662	35	1,000	39
Hawaii	4,970	38	5,882	10	1,384	12
Idaho	3,943	42	4,934	31	910	43.5
Illinois	70,534	3	6,337	4	1,376	13
Indiana	28,053	11	5,263	24	1,074	31
Iowa	15,137	23	5,302	21	1,240	19
Kansas	12,272	28	5,406	18	1,444	9
Kentucky	15,007	25	4,470	40	864	49
Louisiana	16,223	22	4,310	44	1,034	35
Maine	4,648	39	4,439	42	1,007	38
Maryland	24,077	14	5,881	11	1,369	14
Massachusetts	33,242	10	5,731	12	1,356	15
Michigan	53,930	7	5,928	9	1,547	3
Minnesota	21,346	18	5,450	17	1,423	11
Mississippi	8,747	33	3,764	50	834	50
Missouri	24,152	15	5,056	29	1,078	30
Montana	3,511	45	4,776	34	1,269	18
Nebraska	7,526	35	4,877	32	1,211	20
Nevada	3,480	46	6,073	7	1,101	27
New Hampshire	4,156	41	5,143	28	1,095	28.5
New Jersey	46,798	8	6,384	3	1,517	4
New Mexico	4,642	40	4,137	49	1,032	33.5
New York	113,094	2	6,224	5	2,005	1
North Carolina	24,736	13	4,612	36	1,052	33.5
North Dakota	3,534	44	5,547	15	1,032	36
Ohio	59,580	5	5,549	14	1,144	26
Oklahoma	12,371	27	4,566	38	1,009	37
Oregon	11,941	29	5,270	22	1,425	10
Pennsylvania	64,976	4	5,490	16	1,446	8
Rhode Island	5,038	37	5,376	19	1,493	6
South Carolina	11,855	30	4,258	46	984	40
South Dakota	2,877	47	4,218	47	973	41
Tennessee	18,516	21	4,484	39	903	45
Texas	57,715	6	4,790	33	894	47
Utah	5,222	36	4,452	41	942	42
Vermont	2,157	49	4,588	37	1,095	28.5
Virginia	25,842	12	5,265	23	1,054	32
Washington	19,642	20	5,651	13	1,199	22
West Virginia	7,862	34	4,390	43	910	43.5
Wisconsin	23,790	16	5,210	26	1,323	16
Wyoming	1,851	50	5,156	27	1,322	17
Average	$22,866		$5,168		$1,190	
Median	14,172		5,223		1,146	

Total Personal Income and Per-Capita Personal Income from Survey of Current Business (U.S. Department of Commerce) April 1975: Table I, p. 29, preliminary figures for 1974.

Expenditure Per Pupil in ADA (Average Daily Attendance) from Statistics of Public Elementary and Secondary Day Schools Fall 1974 (National Center for Education Statistics): Table 10, p. 28, estimates.

APPENDIX A

TABLE B

CHIEF STATE SCHOOL OFFICERS — SELECTION, TERM, EVALUATION, TERMINATION — MAY 1975

State	Selection	Term	Contract	Mandatory Evaluation Procedures	Formal Termination Procedures	Classified Position
Alabama	State Board Appointment	Pleasure of State Board	None	None	None	No
Alaska	State Board Appointment; committee sometimes used; governor approval	Maximum of 5 years	Yes, used first in 1975 with 4-year term	Non	None	No
Arizona	Partisan Election	4 years	None	None	Recall: ARS 19-201	No
Arkansas	State Board Appointment; governor confirmation	Pleasure of Governor	None	None	None	No
California	Nonpartisan Election	4 years	None	None	None, but subject to impeachment	Yes
Colorado	State Board Appointment; with committee	Pleasure of State Board	None	None, but State Board evaluates in June; oftener on informal basis	None	No
Connecticut	State Board Appointment; with committee	Pleasure of State Board	None	None, but State Board evaluates annually	None	No
Delaware	State Board Appointment; with committee	1 year	Yes (Info from CCSSO)	Yes; annual State Board evaluation by policy or regulation	Yes: Title 14, Sec. 107	No
Florida	Partisan Election	4 years	None	None	None, but subject to impeachment	No
Georgia	Partisan Election	4 years	None	None	None	No
Hawaii	State Board Appointment	Pleasure of State Board	None	None, but State Board evaluates as required	Yes: HRS 29602	Yes
Idaho	Partisan Election	4 years	None	No Response	No Response	No Response
Illinois	State Board Appointment; with search committee	Pleasure of State Board	Yes, maximum of 3 years; renewal clause. Current contract: 2 1/2 yrs	None, but evaluation for contract renewal	Yes, in contract	No
Indiana	Partisan Election; current chief has interim governor appointment	4 years	None	None	None, but subject to impeachment: Burns ISA Secs. 4-15-4,8	No
Iowa	State Board Appointment; committee sometimes used; senate confirmation	4 years, or Pleasure of State Board	Yes (Info from CCSSO)	None	None	No
Kansas	State Board Appointment; with committee	Pleasure of State Board	None	None	None	No
Kentucky	Nonpartisan Election; primary is partisan	4 years	None	None	None, but subject to impeachment	No

TABLE B (continued)

CHIEF STATE SCHOOL OFFICERS — SELECTION, TERM, EVALUATION, TERMINATION

State	Selection	Term	Contract	Mandatory Evaluation Procedures	Formal Termination Procedures	Classified Position
Louisiana	Nonpartisan Election	4 years	None	None	None	No
Maine	Governor Appointment; executive council confirmation	4 years; coterminous with governor	None	None	Yes: MRS Title 20; Title I, Sec. 1A	No
Maryland	State Board Appointment	4 years	Yes (Info from CCSSO)	None	Yes: MAC Art. 77, Sec. 23	No
Massachusetts	State Board Appointment; with committee	Pleasure of State Board	None	Yes; annual State Board evaluation by policy or regulation	Yes: MGLA Ch. 15	No
Michigan	State Board Appointment	Pleasure of State Board	Yes; varied terms	Yes; annual State Board evaluation by policy or regulation	None	No
Minnesota	State Board Appointment; senate confirmation	4 years	Yes (Info from CCSSO)	Yes; annual state personnel board evaluation by policy or regulation	Yes, by policy or regulation	No
Mississippi	Nonpartisan Election	4 years	None	None	None, but subject to impeachment	No
Missouri	State Board Appointment	Pleasure of State Board	None	Yes; annual State Board evaluation by policy or regulation	Yes: MC Sec. 161.112	No
Montana	Partisan Election	4 years	None	None	None, but subject to impeachment	No
Nebraska	State Board Appointment; with committee	Pleasure of State Board	None	None	Yes: NRS Sec. 79-328(2)	No
Nevada	State Board Appointment; with screening committee	Pleasure of State Board	None	Yes; annual State Board evaluation by policy or regulation	None	No
New Hampshire	State Board Appointment; ratified by governor and council	Pleasure of State Board	None	None	Yes: RSA 186.9	No
New Jersey	Governor Appointment; usually with committee	5 years; serves after expiration until successor appointed and qualified	Yes	None	None	No Response
New Mexico	State Board Appointment; with committee	Pleasure of State Board	None	None; at discretion of State Board	None	Exempt category under state personnel act
New York	State Board Appointment; no consistent history on committee use	Pleasure of State Board	None	None	None	No
North Carolina	Partisan Election	4 years	None	None	None	No

TABLE B (continued)

CHIEF STATE SCHOOL OFFICERS — SELECTION, TERM, EVALUATION, TERMINATION

State	Selection	Term	Contract	Mandatory Evaluation Procedures	Formal Termination Procedures	Classified Position
North Dakota	Nonpartisan Election	4 years	None	None	None	No
Ohio	State Board Appointment	Pleasure of State Board	None	None, but informal evaluation by State Board	None	No
Oklahoma	Partisan Election	4 years	None	None	None	No
Oregon	Nonpartisan Election	4 years	None	None	None	No
Pennsylvania	Governor Appointment; senate confirmation	Pleasure of Governor	None	None	None	No
Rhode Island	State Board Appointment; with committee (governor is voting board member)	Per contract; current is 3 years	Yes; current contract is 3 years with renewal	Yes; annual State Board evaluation by policy or regulation	Yes, in contract	No
South Carolina	Partisan Election	4 years	None	None	None, but subject to impeachment	No
South Dakota	State Board Appointment; with committee	Pleasure of State Board	None	Yes; annual State Board evaluation by policy or regulation	None	No
Tennessee	Governor Appointment	Pleasure of Governor	None	None	None	No
Texas	State Board Appointment; with committee in 1974; senate confirmation	Pleasure of State Board	Yes (Info from CCSSO)	None, but policy or regulation being established	None	No
Utah	State Board Appointment	Pleasure of State Board	None	Yes; annual State Board evaluation by policy or regulation	None	No
Vermont	State Board Appointment; with committee; governor confirmation	Pleasure of State Board	None	None, but annual evaluation by governor	Yes: VSA Title 16, Sec. 211	No
Virginia	Governor Appointment; committee used for current appointment; general assembly confirmation	Pleasure of Governor	None	None	None	No
Washington	Nonpartisan Election	4 years	None	None	Recall	No
West Virginia	State Board Appointment	Pleasure of State Board	None	None, but annual evaluation by State Board	None	No
Wisconsin	Nonpartisan Election	4 years	None	None	Recall: WSA 9.10	No
Wyoming	Partisan Election	4 years	None	None	None	No

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APPENDIX A

TABLE C

CHIEF STATE SCHOOL OFFICERS — BENEFITS — MAY 1975

State	Life Insurance*	Medical/Hospital Insurance*	Retirement*	Other	Vacation	Sick Leave	Consulting
Alabama	None	50%	50%	Total auto & airplane	Not specified	90 days	Not specified
Alaska	Total	Partial	Partial	None	30 days; accrual to 60 days	15 days	None
Arizona	No response	No response	Partial	No response	12 days	12 days	None
Arkansas	Partial	Partial	Partial	Total auto	No response	No response	No response
California	No response	Partial: same as civil service	Legislative plan	$5,000 Constitutional officers confidential fund; furnished auto by dept.	Not specified	As required	None
Colorado	Partial	Partial	Matching funds: state & staff	Partial auto	15 days	15 days	No response
Connecticut	Partial	Partial	Partial	No response	15 days	15 days	None
Delaware	$20,000	Yes	Yes	Auto	21 days	10 days; accrual to 120 days	None
Florida	None	$346	$3,200	Auto: total bid price	20 days	13 days	No response
Georgia	No response	Partial	Partial	Total auto	Not specified	Not specified	Not specified
Hawaii	Total	Partial	Partial	Total auto	21 days	21 days	No response
Idaho	Total	Partial	Partial	None	No response	No response	No response

Illinois	Partial	Partial	Partial	Total use of vehicles and plane	Open-ended	Open-ended	Open-ended
Indiana	70%	66%	100%	Total auto	Not specified	Not specified	Not specified
Iowa	No response	No response	No response	Use of state auto for official business	10-20 days	30 days; accrual to 90 days	Not specified
Kansas	Total	Partial	Partial	State auto provided on request	24 days upon assuming position plus 1 1/2 days per month; unlimited accural	24 days upon assuming position plus 1 day per month; unlimited accrual	None
Kentucky	Total $2,500	Single coverage, total	7.7% of salary	State auto provided for official business	None by law	As needed	As desired
Louisiana	50%	50%	8% of salary	No response	None	None	None
Maine	No response	Partial	Partial	No response	20 days	Unlimited	None
Maryland	None	80%	Yes	State auto for business use including commuting	25 days	15 days	None
Massachusetts	Both?	Partial	Total	Partial auto	20 days	Determined by state board	Determined by state board
Michigan	Yes	Yes	Yes	Total auto	21 days	1[illegible] days	Varies
Minnesota	$5,000	Total	Yes	Auto; $2,000 annual allowance for entertainment, etc.	16 days	13 days	No response

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CHIEF STATE SCHOOL OFFICERS — BENEFITS — MAY 1975

State	Life Insurance	Medical/Hospital Insurance	Retirement	Other	Vacation	Sick Leave	Consulting
Mississippi	Partial	Partial	Partial	No response	15 days	15 days; accrual to 60 days	No response
Missouri	None	None	8% of salary	Partial other?	20 days	Unlimited	None
Montana	No response	Partial	Matching 6 1/4% state; 6 1/8% chief	No response	Not provided by law - at chief discretion	Not provided by law - at chief discretion	Not provided by law - at chief discretion
Nebraska	Total $5,000	Total Single	Partial - 20% of employee contribution by state plus annuity set by legislature	No response	12 days	12 days	No response
Nevada	No response	Partial	Partial	None	15 days	15 days	No response
New Hampshire	No response	Partial	Partial	Total auto for state business	15 days; accrual to 30 days	15 days; accrual to 90 days	No response
New Jersey	Partial	Total	Partial	No response	20 days	15 days	No response
New Mexico	Partial	Partial	Partial	None	15 days	10 days	Varies - depends on state board
New York	No response	Partial	Total	Total house Total car	Subject to Regents	Subject to Regents	None
North Carolina	None	Total	Partial	Total car for official travel	15 days	10 days	None
North Dakota	No response	Yes	Yes	None	24 days	No maximum	No maximum
Ohio	Total	Partial	Partial	Total auto	Not specified	Not specified	Not specified
Oklahoma	Yes	Yes	Partial	No response	Elected officials do not have a set number of days	Elected officials do not have a set number of days	Elected officials do not have a set number of days
Oregon	No response	Partial	Partial	Total auto	None	None	None
Pennsylvania	Total	Total	Partial	State auto is available	No response	No response	No restriction
Rhode Island	Partial	Partial or full depending on plan	State: 9% salary, Chief 5% salary (gross biweekly)	No response	22 days	15 days	No response
South Carolina	No response	Total	Partial	Total auto	15 days	15 days	No response
South Dakota	No response	Total	Partial	No response	15 days	14 days	None
Tennessee	No response	Partial 1/2 cost	Partial	No response	No response	No response	None
Texas	No response	Total $180 yr.	$1,500	None	10 days	12 days	None
Utah	Partial	Partial	Total	Total auto	12 days	12 days	No response
Vermont	Partial 3/4 state	Partial 3/4 state	Partial	No response	22 days	No response	No response
Virginia	Partial	Total	Partial	Auto for official business	Not specified	Not specified	Not specified

TABLE C (continued)

CHIEF STATE SCHOOL OFFICERS

MAY 1975

State	Life Insurance	Medical/Hospital Insurance	Retirement	Other	Vacation	Sick Leave	Consulting
Washington	None	Partial	Partial	State Car use on official business	Not specified	Not specified	Not specified
West Virginia	Partial $10,000	Total	Partial	Total auto; Airplane when needed	30 days	18 days; unlimited accrual	No response
Wisconsin	Partial	Partial	Partial	Total auto	Not specified	Not specified	Not specified
Wyoming	Total	Partial	Partial	Total auto	No response	No response	No response

*Respondents were not asked how much insurance they received through the state agency, but whether or not the agency provided any insurance and if the agency provided full or partial payment of the premiums or fees.

APPENDIX A

TABLE D

STATE EDUCATION AGENCY FULL TIME PROFESSIONAL EMPLOYEES
For relative comparisons only*

State	Headquarters Staff	Rank	Population in state (thousands) per employee	Total Staff	Rank	Population in state (thousands) per employee
Alabama	124	31	29.0	340	22	10.6
Alaska	52	46	6.5	109	40	3.1
Arizona	161	21	13.4	283	26	7.6
Arkansas	155	23	13.3	627	7	3.3
California	375	7	55.8	526	9	39.7
Colorado	94	36	26.6	100	41	25.0
Connecticut	121	32	25.5	246	30	12.6
Delaware	68	43	8.4	68	45	1.8
Florida	401	6	20.2	443	17	18.3
Georgia	345	8	14.2	1,168	3	4.2
Hawaii	165	20	5.1	362	20	2.3
Idaho	49	47	16.3	49	49	16.3
+Illinois	412	4	27.0	468	15	23.8
Indiana	110	34	48.5	150	35	35.5
Iowa	148	24	19.3	437	18	6.5
Kansas	124	31	18.3	124	39	18.3
Kentucky	203	19	16.5	1,706	1	2.0
Louisiana	129	27	29.2	218	32	17.3
Maine	101	35	10.4	128	37	8.2
Maryland	228	15	18.0	524	11	7.8
Massachusetts	303	10	19.1	329	23	17.6
Michigan	242	14	37.6	697	5	13.1
Minnesota	213	16	18.4	435	19	9.0
Mississippi	93	37	25.0	93	42	25.0
Missouri	135	26	35.4	649	6	7.4
Montana	91	38	8.1	91	43	8.1
Nebraska	125	29	12.4	221	31	7.0
Nevada	44	50	13.0	47	50	12.2
New Hampshire	74	42	10.9	449	16	1.8
New Jersey	300	11	24.4	499	14	14.7
New Mexico	110	34	10.2	255	28	4.4
New York	972	1	18.6	1,421	2	12.7
North Carolina	486	2	11.0	516	12	10.4
North Dakota	58	45	11.0	58	47	11.0
Ohio	320	9	33.6	350	21	30.7
Oklahoma	159	22	17.0	159	34	17.0
Oregon	125	29	18.1	125	38	18.1
Pennsylvania	410	5	28.9	542	8	21.8
Rhode Island	86	47	10.9	294	24	3.2
South Carolina	280	12	9.9	280	27	9.9
South Dakota	47	48	14.5	57	48	12.0
Tennessee	278	13	14.9	745	4	5.5
Texas	466	3	25.9	524	11	23.0
Utah	86	40	13.6	191	33	6.1
Vermont	61	44	7.7	70	44	6.7
Virginia	210	17	23.4	253	29	19.4
Washington	142	25	24.5	142	36	24.5
West Virginia	83	41	21.6	509	13	3.5
Wisconsin	204	18	22.4	289	25	15.8
Wyoming	46	49	7.8	60	46	6.0
TOTAL	9,814			18,426		
Average	196			369		
Median	139			286		

Total Staff includes regional office staff plus local and regional staff in related programs.
*Employee figures are 1972 data prepared by the Resource Center on Six Roles in Education for the National Foundation for the Improvement of Education, Washington, D. C. Ratios were calculated using 1974 population figures.

+Figures for regional and local staff not available for Illinois.

APPENDIX A

TABLE E

CHIEF STATE SCHOOL OFFICERS — POWERS AND DUTIES — MAY 1975

State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set; Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
ALABAMA Secretary and Executive Officer (Survey respondent no longer in office)	Set by law: Title 52, Sec. 43, 44. Interpret and enforce state laws, rules and regulations, apportion school funds, provide leadership	1. All state universities and Tuskegee Institute, ex officio but voting 2. Youth Services Board 3. Public School and College Authority	None
ALASKA Law names chief as principal executive officer of department ECS Commissioner	Set by law: Sec. 14.01.145-50 Administer the educational system as required by the board. Responsibility and authority for budget preparation and execution, other fiscal affairs of department, subject to board approval	None	No special arrangements, but open opportunity for frequent consultation with all
*ARIZONA Executive Officer and ex officio member of board	Set by law: Sec. 15-121. All executive, administrative and ministerial functions of department. Superintend all Arizona public schools, meet with state board and publish results, direct employees of department. Responsible for distribution of federal and state funds to local school districts, advise and consult, with appropriate information, the executive and legislative branches	1. Arizona Board of Regents, ex officio 2. Community College Board, ex officio 3. Arizona State School for Deaf and Blind, ex officio 4. State Board of Private Technical and Business Schools, ex officio	Meets with each once per week per description in Powers and Duties
ARKANSAS Secretary and ex officio member of board ECS Commissioner	Set by law. Recommends personnel annually for employment by board. Serves as agent of board in signing of agreements and contracts. Recommends an annual budget for board approval, recommends revisions in structuring of department of education for board action	1. Arkansas Teacher Retirement System Board	Member of governor's cabinet. As such, appears before legislative committees, legislative council, other legislative groups

*CALIFORNIA Secretary and Executive Officer	Set by law. No response. ECS Code Summary follows: Execute policies of state board; direct work of department; superintend and visit schools. Implement laws. Responsibility for budgets, records, reports, cooperation with federal government	No response. ECS Code Summary follows: 1. Curriculum Development and Supplementary Materials Commission, executive secretary 2. Educational Innovation and Planning Commission, executive secretary 3. Educational Management and Evaluation Commission, executive secretary 4. Equal Educational Opportunities Commission, executive secretary 5. Master Teacher Review Board, member 6. Schoolteachers' Retirement System, board member 7. Teacher Preparation and Licensing Commission, member	No response
COLORADO Secretary and advisory member	Set partially by law. Advise state board on operation and status of public schools. Direct activities of department and state library. Responsible for budgets. Visit communities and schools; execute state law, rules, regulations and policies of state board	None	Member of governor's cabinet. As such, appears before legislature for budget presentations, hearings and other meetings. Attends regular meetings of state board in addition to informal contacts
CONNECTICUT Executive Agent	Set partially by law. Executive agent of state board, which is charged with general supervision of preschool, elementary/secondary, special education, vocational, adult, vocational rehabilitation. Board is also Board of Trustees of State Technical Colleges. Policy states chief is to execute judgment and persuasion, allocate resources, appoint personnel, identify key issues and legislation	1. Commission on Higher Education, ex officio 2. Board of Trustees, University of Connecticut, ex officio and voting 3. Teachers' Retirement Board, ex officio and voting 4. State Library Commission, voting 5. Governor's Civil Preparedness Advisory Council, voting 6. Council on Human Services, voting 7. Advisory Council, Commission on Aging, ex officio and voting 8. Advisory Council on Children and Youth Services, ex officio	None with governor. Annual presentation of programs and budget to legislature. Monthly meetings including executive services with state board

State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set; Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
DELAWARE Executive Secretary ECS Commissioner	Set by policy. Title 14, Sec. 108 gives state board power to set powers and duties. Educational leadership and state policy recommendations, staff coordination to develop and implement policy. Responsibility for regulation and evaluation of school districts. Provide service functions to school districts	1. Postsecondary Education Commission by governor appointment, voting	No special arrangements. Informal availability to governor and legislature. Meets almost daily with president of state board, with other members as needed
*FLORIDA Secretary and Executive Officer, voting member ECS Commissioner Augmented responsibility for postsecondary, with board of regents	Set by law: Sec. 229.16,17. No response. ECS Code Summary follows: General supervision over state system of public education. Make recommendations to and execute policies of board. Recommend and execute minimum standards. Administer state department. Publish and distribute school code, other records and reports. Administer state funds, prepare budgets. Cooperate with federal government. Responsible for certification, accreditation, hearings, etc.	1. Department of Law Enforcement, voting 2. Department of Revenue, voting 3. Department of General Services, voting 4. Department of Highway Safety and Motor Vehicles, voting 5. Department of Natural Resources, voting 6. State Board of Administration	Member of governor's cabinet; attends regular meetings and sees governor on request. Meets with legislative committees regularly; with individual leaders informally. Regular meetings of state board and informal contacts as needed
*GEORGIA Executive Secretary	Set by law: Sec. 32-501,505. Administration of school laws. General supervision of business related to common schools. Reports. Make recommendations to state board, implement policies of board, administer state department	1. Georgia State Manpower Services Council 2. Electronic Data Processing Review Steering Committee 3. Governor's Special Council on Family Planning 4. State Scholarship Commission 5. Georgia State Beta Club Council 6. Georgia State Board for Children and Youth (continued below) 7. Georgia Council on Economic Education 8. Southern Association of Colleges and Schools	Informal understanding with governor. Presents budgets, makes proposals to legislature plus informal contacts. Regular meetings of state board, ad hoc committees, special meetings plus informal contact
HAWAII Secretary ECS Commissioner (Survey repsondent no longer in office)	Set partially by law: Sec. 296-11. Administer programs of education and public instruction in state, including preschool, primary, secondary health education and others. Signatory for department. Responsible for reports, records and recommendations. Conduct state department, advise board	1. Education Coordinating Committee, chairman alternate years 2. State Commission on Aging, ex officio	Consults as required with all
*IDAHO Exofficio voting member of state board. Chief executive officer of state department.	Set by law: Sec. 103.3,4. Enforce board rules and regulations, advise board. Provide technical and professional assistance and advice to school districts. Prescribe and require reports from districts, etc. Conduct studies and research, meet with superintendents, report to governor and legislature, make recommendations. Approve bonding procedures for districts. State board is also State Board of Vocational Education, chief is executive officer of vocational board	1. State Land Board 2. State Library Board, ex officio 3. Natural Resources Advisory Board 4. State Educational Television and Radio Board 5. Investment Board for School Endowment Funds	No special arrangements, but "free and open communication with governor, legislature and state board"
ILLINOIS Chief Executive Officer ECS Commissioner	Set by policy. Recent state government reorganization. Powers and duties determined by board	To be determined	Informal consultation with governor and legislature. Regular meetings of state board

CHIEF STATE SCHOOL OFFICERS — POWERS AND DUTIES — MAY 1975

State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set; Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
*INDIANA Chairman, ex officio and voting ECS Commissioner	Set by law: Sec. 21-1-1-5'. Administration of system of public instruction. General superintendency of business of schools, funds, revenues	1. Commission on General Education, chairman ex officio and voting 2. Commission on Teacher Training and Licensing, chairman ex officio and voting 3. Commission on Textbook Adoption, chairman, ex officio and voting 4. State Board of Vocational and Technical Education, alternate chairman, ex officio and voting 5. Commission for Arts and Humanities in Education, chairman ex officio and voting 6. State School Bus Committee, chairman ex officio and voting, may designate position 7. Private School Accrediting Commission, chairman ex officio and voting 8. Education Council, member 9. State Hearing Commission, member 10. Indiana Soil Conservation Committee, member 11. State Traffic Advisory Committee, member	No special arrangement with governor, who has an education assistant. Chief has one associate superintendent plus a legislative assistant to work with legislature directly, but no formal reverse. Chief is chairman of each commission and has designated one associate superintendent as liaison with each
IOWA Executive Officer ECS Commissioner	Set by law: Sec. 257.17. General supervision of department. Advise, counsel, recommend, execute policy with state board. Organize, staff, administer department, apportion monies, cooperate with federal government, interpret school laws, inspect and supervise schools, formulate courses of study. Responsible for records and reports	None	No special arrangements. Ready access to all
KANSAS Executive Officer	Set by policy. Leadership, administration, policy advisor to board. Make recommendations to board on goals, priorities, fiscal needs. Interpret board policies, rules, regulations, state laws to educators and general public. Have working relations and cooperation with governor, legislature, agencies, other	1. Advisory Committee to Division of Services to Children and Youth, voting 2. Kansas Public Television Commission, voting 3. Advisory Council to Capitol Complex Center, voting 4. Kansas Safety Council, voting 5. Military Education Committee, advisory 6. Kansas Association of School Administrators, advisory 7. Kansas United School Administrators, advisory 8. National Education Association, advisory	No special arrangements. Available on request by governor, legislature. Regular meetings of state board
*KENTUCKY Executive Officer (Survey respondent no longer in office)	Set by law: Sec. 156.130. Administration of department. Execute, under direction of board, policies, work of all personnel in administration of common schools and public vocational education and vocational rehabilitation. Recommend appointment of assistant superintendents, recommend removal or suspension of school officers	1. Council on Public Higher Education, ex officio and voting 2. Business Schools, ex officio and voting 3. "Many other advisory groups."	No special arrangements. General understanding with governor, education committee, legislative research commission. Direct and official contact with state board, regular and special meetings
*LOUISIANA Ex officio Secretary ECS Commissioner	Set by law: Act 274 of 1974. Recent state government reorganization. Execute and implement policies and programs of board, provide leadership where no policy exists, administer department, employ personnel and fix salaries (civil service). Assist local school officials, report to board, legislature, governor. Responsible for records and meetings as necessary. Other duties as assigned by board	None	No special arrangements with governor - at his option. Legislative budget hearings and requested hearings. Regular meetings of board, consultation at chief's option

TABLE E (continued)

CHIEF STATE SCHOOL OFFICERS — POWERS AND DUTIES — MAY 1975

State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set; Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
MAINE Relationship not specified in law, but Tit. 20, Sec. 51-3-A states that state board acts in advisory capacity to chief ECS Commissioner	Set by law. General supervision of all public schools. Advise school committees and superintendents in the discharge of their duties	1. Board of Trustees, University of Maine, ex officio 2. Board of Trustees, Maine Maritime Academy	Attends regular meetings of governor's cabinet, special meetings when necessary. Attends regular meetings of board, special meetings when necessary
MARYLAND Secretary-Treasurer ECS Commissioner	Set by law: Art. 77, and bylaws of state board. Enforce all provisions of education code and bylaws of state board. Responsible for meetings, records, reports. Administer department, personnel selection, visual and auditory aids, certification	1. Interagency Committee on Public School Construction, chairman 2. Board of Trustees of State Colleges, voting 3. State Board for Community Colleges, voting 4. Maryland Public Broadcasting System, voting 5. State Teachers' Retirement System, voting	Sits with governor's cabinet, other meetings as needed; luncheon conferences with lt. gov., deputy CSSO, pres. and v.p. of state board, gov.'s education assistant. Provides testimony on legislative proposals, has individual contact and correspondence with legislators with full time liaison during sessions. Regular and special meetings of state board
MASSACHUSETTS Executive Officer State has Secretary of Education ECS Commissioner	Set by law: Ch. 15. Chief executive officer of state board and state department, with responsibility at the state level for elementary, secondary and adult education	Approximately 24 boards, commissions, etc. Although usually ex officio, chief can vote on most	Meets with governor at governor's request. Has regular consultation with Secretary of Education, who is governor appointee. Provides written and oral testimony, direct contact and participation in legislative commissions. Regular state board meetings, more frequent contact as necessary

MICHIGAN Chairman, ex officio ECS Commissioner	Set by constitution. Chief executive officer of department	1. Michigan Women's Commission, ex officio 2. Michigan Higher Education Assistance Authority, ex officio 3. State Higher Education Facilities Commission, ex officio 4. State Neighborhood Education Authority, voting 5. State Commission for Reorganization of School Districts, chairman ex officio 6. State Administrative Board, voting 7. Michigan Public School Employees Retirement Board, ex officio 8. Municipal Finance Commission, voting 9. State Board for Public Community and Junior Colleges, ex officio	Twice-monthly meetings with governor in State Administration Board. Periodic meetings with legislative leadership. Bimonthly meetings of state board
MINNESOTA Executive Officer and Secretary ECS Commissioner	Set by law: Sec. 121.16 and policy. Nominate department employees to board. Perform duties as law and state board rules may provide. Responsible for administration of department. Make recommendations to board to promote public education	1. Governor's Advisory Council, member 2. Teachers' Retirement Association, member and secretary 3. Equalization Aid and School Loan Committees 4. Minnesota Higher Education Coordination Commission Council 5. Minnesota State High School League 6. Board of Teacher Standards and Certification	Meets with governor's advisory council. Meets regularly with house and senate education committees. Monthly meetings of board
*MISSISSIPPI Chairman (Survey respondent no longer in office)	Set by law. Under direction of state board, is concerned with courses of study, administration of school systems, appeals from decisions of county superintendents, oaths, depositions, seal of office. Control of department, exmployment of personnel, fixing of salaries. Responsible for fund disbursement, records and meetings, reports to legislature, school census. Calls meetings of Commission on School Accreditation	1. Junior College Commission, chairman 2. Public Employees Retirement Board, member 3. State Textbook Purchasing Board, member 4. State Library Board 5. Surplus Property Procurement Commission 6. ETV Board of Directors 7. Board of School for Blind 8. Board of School for Deaf	No special arrangements with governor or legislature. Regular meetings of state board

State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set; Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
MISSOURI Administrative Officer ECS Commissioner	Set by law: Sec. 161.112,122. Chief administrative officer of board with duties prescribed by board. Recommends professional staff for board appointment. In person, or by deputy, confers with and advises county and school district officers, teachers and patrons on all matters pertaining to school law. Visits and advises schools and makes suggestions in regard to subject matter and methods of instruction, control and government of schools and care and keeping of all school property. Attends and assists in meetings of teachers, directors and patrons. Seeks in every way to elevate standards and efficiency of instruction in public schools	1. Boards of Regents, state universities, ex officio	No special arrangements. Consultation when necessary with governor, legislature. Regular meetings of state board, correspondence, telephone conferences
NEBRASKA Executive Officer Woman Chief ECS Commissioner	Set by law: Sec. 79-332. As executive officer of board is also concerned with vocational education. Responsible for records, reports, budgets. Promotes efficiency, welfare and improvement in school system. Recommends policy, provides consultative services, conferences, research, experimentation. Interprets school law. Certifies teachers. Administrative head of department	1. Board of Trustees, Nebraska State Colleges, voting 2. State Committee for Reorganization of School Districts, secretary, nonvoting 3. Nebraska Educational Television Commission, voting 4. Commission on Firefighting Personnel Standards and Education, voting	Meets by appointment with governor and specific legislators, appears at legislative hearings. Regular meetings of board, work sessions prior to meetings, individual contact

*MONTANA Secretary, ex officio, nonvoting Woman Chief	Set by law. General supervision of public schools. Executive officer for vocational education. Disbursement of all monies in accordance with statutes. Teacher certification. Responsible for records and reports, other duties assigned by law	1. State Board of Education includes in total membership the Board of Public Education; chief serves as secretary to both boards 2. Board of Regents, ex officio, nonvoting 3. Teacher Retirement Board, voting 4. Board of Land Commissioners, voting 5. State Library Commission, voting	No special arrangements
NEVADA Law unclear, states chief is executive head of department (Survey respondent no longer in office)	Set by law: Sec. 385.150-270. Visitation of schools, consultations with educators, teachers and administrators conferences. Responsible for records and reports, biennial report to governor, approval of books, suspension of certificates	1. Advisory Committees for 3 Community Colleges 2. Governor's Council for Children and Youth 3. Governor's Manpower Council 4. State Textbook Commission (ex officio with vote on all)	No special arrangements, but meets with governor and legislature on initiation of either. Regular meetings of state board with frequent phone and mail contact. "Access...is no problem at all in a small state."
NEW HAMPSHIRE Executive Officer and Secretary	Set by law: Sec. 186.11. Administer formation of supervisory unions, money, budget, records, reports, salaries, personnel, conferences, courses of study, etc.	1. University System Trustee, voting	Acts as department head in governor's cabinet. No special arrangement with legislature. Regular board meetings, other contact as needed
NEW JERSEY Secretary and Official Agent, nonvoting ECS Commissioner	Set partially by law: Sec. 18A:4-22. Chief executive and administrative officer of department, official agent of state board, budget and fiscal officer of department. Decides legal controversies, apportions state aid, issues teacher certificates, approves vocational schools. Issues rules for classification of the handicapped, statewide testing, courses of study, etc.	1. State Board of Examiners, chairman 2. Trustees of School Fund, voting 3. State Board of Higher Education, ex officio 4. Governor's Disaster Committee, voting 5. Migrant Labor Board, voting 6. State Commission for Rehabilitation of Physically Handicapped Persons, voting 7. Advisory Council on Construction of Mental Retardation Facilities 8. Interdepartmental Commission on Lifetime Disability, voting 9. Police Training Commission, voting (continued next page)	Member of governor's cabinet, periodic meetings. Consults with legislative committees and individual legislators. Regular meetings of board. "By law, the commissioner is secretary of the state board of education and the board's chief."

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State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set; Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
NEW JERSEY (continued)		10. New Jersey Drug Abuse Advisory Council, voting 11. Manpower Task Group for Emergency Planning, voting 12. Commission on Urban Affairs, ex officio	
NEW MEXICO Administrative Officer	Set by constitution and law. Chief administrative officer of state board, subject to state board policies will direct and supervise operations of department. Keeps record of proceedings of state board. "Some statutes require chief to cooperate with other branches of government before taking specific action."	1. Educational Retirement Board, voting 2. All state educational institutions, ex officio	No special arrangements
NEW YORK Executive Officer Augmented Responsibility for post-secondary, with deputy ECS Commissioner	Set by law. No response. ECS Code Summary follows: Chief executive officer of department and Board of Regents. President of University of State of New York. General supervision over all schools and institutions covered by education chapter	No response	No response
*NORTH CAROLINA Secretary and Chief Administrative Officer	Set by constitution and law: Ch. 15, Art. 3. Supervise education, inform public, meet with administrators and teachers. Responsible for records and reports, recommendations to state board	1. Council of State, voting 2. Teachers and State Employees Retirement System, voting	Member of governor's Council of State. No special arrangements, but contact with legislature on a recurring basis. Regular meetings of state board

*NORTH DAKOTA Director and Executive Secretary, voting.	Set by law: Sec. 15-21-04, 15-21-09. Supervision of elementary/secondary schools; certification, standardization of schools, uniformity of textbooks and tests grades 8-12. Responsibility for interpretation of school law, meetings, records, reports, supervision and carrying out of board policies	1. University and School Lands, voting and exofficio 2. Teachers' Retirement, voting	No special arrangements with governor and legislature. Regular meetings of board
OHIO Secretary, Executive and Administrative Officer ECS Commissioner	Set by law: Sec. 3301.11,12; and policy. Provide technical and professional assistance to schools. Direct activities of department. Secure reports from school districts, conduct research studies, report to state board, supervise all agencies over which state board has control	1. State Teachers' Retirement Board, voting 2. State Library Board, voting 3. Ohio State Archaeological and Historical Society, voting 4. Board Governing Proprietary Schools, voting	Statutory reports to governor; normally be invitation a member of governor's cabinet. Statutory reports, presentations to various committees and arrangements for consultation with legislative leaders. Monthly meetings with board, ad hoc committees, preparation of agenda, recommendations, letters, conversations
*OKLAHOMA President and Executive Officer, voting ECS Commissioner	Set by law: Art. III Sec. 36. Administer department, advise local superintendents, interpret school law, duties as prescribed by board, affiliation with appropriate organizations	1. State Board for Vocational and Technical Education, voting 2. Teacher Retirement Board, voting 3. School Land Commission, voting 4. Oklahoma Educational TV Authority, voting 5. State Board of Regents of Oklahoma Colleges, voting 6. Oklahoma Board of Private Schools, voting 7. Child Guidance Board, voting 8. 18 other commissions or advisory committees	No special arrangements with governor or legislature. Periodic meetings of state board.
*OREGON Administrative Officer	Set by law: Sec. 326.310, and policy. Executive head of department, assists districts in answering questions related to laws and rules of board. Ministerial duties of school officers and teachers. Obtains and compiles statistics relative to condition of education. Appoints personnel, etc.	No response	No special arrangements with governor and legislature, superintendent available as needed. Monthly meetings of state board

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State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set, Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
PENNSYLVANIA Executive Officer Chief is Secretary of Education Augmented responsibility for post-secondary, with separate division and deputy	Set by administrative code: Sec. 1316. Prescribe, alter and amend basic criteria by regulations to which provisions of state plan are subject (within federal laws and regulations). Deal with federal grants, appropriations, allocations for development of academic facilities. Chief executive officer of department	1. Public School Employees Retirement Board, chairman 2. Board of Presidents of State Colleges and Universities, chairman 3. Board of State College and University Directors, executive officer 4. Governor's Cabinet, member 5. Pennsylvania Historical and Museum Commission, ex officio 6. Advisory Council on Library Development, ex officio 7. Boards of Trustees: Trade School, Deaf School, Veterans' Childrens' School, ex officio on all 8. Pennsylvania Higher Education Assistance Authority 9. State Public School Building Authority 10. State Higher Education Facilities Authority 11. Pennsylvania Public Television Commission	Member of governor's cabinet. Consultation with governor and legislature on request. Regular meetings with state board
RHODE ISLAND Chief Executive Officer Augmented responsibility for post-secondary ECS Commissioner	Set by law: Sec. 16-49-6. Administrative officer of department, duties assigned by regents and law. General supervision of department, appointment of employees, information gathering and analysis, master planning. Implementation of regents' policy, coordination of elementary/secondary, postsecondary, public, private education. Enforce standards. Responsible (continued below) for budgeting, allocation of funds, property management, nonpublic education, curriculum, certification, school construction, accreditation, libraries. Interpret law	None	Community relations officer serves as liaison to governor and legislature for commissioner and board of regents. Regular meetings of board
*SOUTH CAROLINA Secretary and Administrative Officer ECS Commissioner	Set by law: Sec. 21-23. General supervision and management of state and federal funds. Organization and staffing and administration of department. Public relations, publications, administration of state board policies	1. Education Television Commission Technical and Comprehensive Board, ex officio 2. Citadel Board, ex officio 3. Board of University of South Carolina, ex officio 4. Board of Winthrop College, ex officio 5. Board of Youth Services, ex officio 6. Board of Deaf and Blind School, ex officio 7. Board of Opportunity School, ex officio	Informal relationship with governor as political peer. Legal requirements for reports and budgets to legislature, informal persuasive leadership. Regular meetings of board, informal persuasive leadership."Because state superintendent is elected... assumes major role in development of understandings and clarification of relationships among governor, legislature, board."
SOUTH DAKOTA Executive Officer State has Secretary of Education	Set by law: Ch. 13. General supervision of elementary/secondary education. Delegation of duties and responsibilities to personnel. Responsible for classification and accreditation of schools, certification, course guidelines. Supervises administration of federal programs, collects and reports data	1. State Board of Directors for Educational Television, voting	Meets with governor by appointment. No special arrangements with legislature. Daily contact with board president, other members plus regular and special meetings
TENNESSEE Chairman, member, ex officio ECS Commissioner	Set by law: Sec. 49-105. Responsible for report forms, printing and distribution of school law, securing reports from state and local officials, agencies, institutions	No response	Individual conferences with governor, cabinet meetings, etc. Regular board meetings. Legislative hearings, etc.

CHIEF STATE SCHOOL OFFICERS — POWERS AND DUTIES — MAY 1975

State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set, Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
TEXAS Secretary and Executive Officer ECS Commissioner	Set by law: Sec. 11.26 and policy 1302. Implement policies and responsibilities of state board, which is also state board for vocational education. Overall administrator of department. Recommend policies to board. Responsible for reports, records, and budgets. Appoint and delegate authority to department personnel, make nominations, interpret school law, certify teachers, hold meetings. Regulation of proprietary schools	1. State Board of Teacher Examiners, ex officio 2. Foundation Program Budget Committee, voting	Two-way communication on request by and to governor and legislature. Regular board meetings
UTAH Executive Officer ECS Commissioner	Set by policy. Supervise work of staff. Serve on numerous public commissions and committees. Give leadership to education programs and practices. Initiate and defend promising new practices	1. State Land Board, ex officio 2. Advisory Council for Handicapped, advisory 3. Manpower Advisory Council, ex officio 4. Comprehensive Health Planning, voting	Personal and professional relationship with governor. Responsibility for recommending programs to legislature. Regular board meetings
VERMONT Secretary and Executive Officer ECS Commissioner	Set by law: Sec. 16-212. Report and make recommendations to board. Coordinate elementary/secondary and postsecondary education. Identify and implement goals, evaluate instruction, advise legislature, execute laws, supervise money, staff development, public relations. Responsible for reports and records, transportation policies, facilities planning	1. Member of governor's cabinet 2. Arts and Crafts Advisory Council 3. Alcohol and Drug Abuse Council 4. Bicentennial Commission 5. Educational Television Board 6. Adult Education Advisory Board 7. Teachers' Retirement Board 8. Special Education Advisory Board 9. Interagency Council on Child Development 10. 1202 Commission (continued below) 11. Title IV Advisory Council 12. Vermont Educational and Health Buildings Financing Agency 13. CETA Council	Member of governor's cabinet. Daily contact with legislature during session. Monthly meetings of state board
VIRGINIA Secretary State has Secretary of Education	Set by law: Sec. 22-25. Formulate rules and regulations, provide such assistance as necessary for enforcement of school laws in cooperation with local authorities. Prepare and furnish blanks for attendance officers, teachers and other school officials	No response	Contact with governor and legislature as needed. Regular meetings of board
*WASHINGTON President ECS Commissioner	Set by constitution and policy. Supervisory power over all matters pertaining to public schools. Broad power over all public (and private) schools. Submits budget for all schools. Has broad rule-making authority, is autonomous from governor and state board	1. Board of Natural Resources, voting 2. State Teachers' Retirement Board, ex officio 3. Coordinating Commission on Vocational Education, voting 4. Council on Postsecondary Education, voting 5. 3 minor boards	Serve on several joint boards, meet with governor's cabinet. Former member of legislature, maintain many contacts. Regular board meetings
WEST VIRGINIA Executive Officer	Set by law: Sec. 18-3-3. General supervision of free schools and county superintendents. Prescribe forms for school system and rules for state board. Enforce school laws, interpret school laws, institute necessary removal of school officials	1. Board of Regents, ex officio 2. Board of Public Works 3. Teachers' Retirement Board 4. Mental Retardation Commission 5. Commission on Aging 6. Interagency Council for Child Development	No special arrangements
*WISCONSIN No state board Woman Chief ECS Commissioner	Set by constitution and law: Ch.115. Supervise public education. Administer department. Represent public elementary/secondary education	1. University of Wisconsin System Board of Regents, ex officio and voting 2. State Board of Vocational, Technical and Adult Education, ex officio and voting 3. Higher Education Aids Board 4. Educational Communications Board 5. State Manpower Council	As constitutional officer, relates to governor and legislature. No state board

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TABLE E (continued)

CHIEF STATE SCHOOL OFFICERS — POWERS AND DUTIES — MAY 1975

State, Chief's Relationship to State Board, Other Notes	How Powers and Duties are Set, Brief Description	Required Membership on Other Boards, Councils, Committees, Commissions, etc.	Consultation Arrangements with Governor, Legislature, State Board of Education
*WYOMING Member, ex officio and nonvoting ECS Commissioner	Set by law: Art. 2, Sec. 9 Administrative head and chief executive officer of department; responsible for rules and regulations not entrusted to board. Consults with and advises board, local education agencies, citizens Responsible for public relations, enforcing school law, rules and regulations, conferring with University of Wyoming on courses of study. Assists state board	1. State Land Board, voting 2. State Farm Loan Board, voting 3. Liquor Commission, voting 4. Board of Deposits, voting 5. Charities and Reform, voting 6. Capitol Building Commission, voting 7. Community College Commission, voting 8. Higher Education Council, voting 9. State School District Organization Committee, voting 10. University of Wyoming Board of Trustees, ex officio	Serve with governor on a number of state boards and commissions. Meet with him on request. Consulted by members of legislature. Regular board meetings

*Elected

APPENDIX B

Questionnaire Facsimile

BACKGROUND

1. What is the total state appropriation by the legislature for all public elementary/secondary education expenditures for fiscal year 1975? Include capital outlay, debt servicing, reserve funds, matching funds, etc. $_____

   1a. What is the state appropriation for elementary/secondary operating expenses for fiscal year 1975? Exclude capital outlay, debt servicing, reserve funds, matching funds, etc. $_____

   1b. How many students were enrolled in the public elementary/secondary schools in your state as of October 1974? Students:_____

2. What is the total state appropriation by the legislature for all public postsecondary education expenditures, including community and junior colleges, for fiscal year 1975. Include capital outlay, debt servicing, reserve funds, matching funds, etc. $_____

   2a. How many students were enrolled in the public postsecondary schools in your state as of October 1974? Include community and junior colleges. Students:_____

   2b. Please translate answer (2a.) into full-time equivalent students. FTE Students:_____

3. What percentage of your state population is: Urban_____% Suburban_____% Rural_____%

4. How many elementary, secondary, and elementary/secondary school districts (exclusive of intermediate, supervisory, junior college, community college, etc. districts) are there in your state? Districts:_____

   4a. What was the October 1974 student enrollment in the smallest district included in the figure above (4.)? Smallest District Enrollment:

   _____

   4b. What was the October 1974 student enrollment in the largest district included in the figure above (4.)? Largest District Enrollment:

   _____

5. How many professional persons are employed by your state education agency? _____professionals

   5a. What percentage of these employees is paid from: State funds?_____% Federal funds?_____% Other?_____%

6. If your state education agency has sole responsibility for special categories such as those listed below, how many professional employees are there in each one?

Name: Vocational Education No. of Professionals _____
Name: Vocational Rehabilitation No. of Professionals _____

SELECTION AND TERM

7. What selection procedure is used in employing the Chief? Check appropriate blanks.

_____ Partisan Election _____ Nonpartisan Election
_____ Governor Appointment _____ State Board Appointment

7a. Is a selection committee involved in the appointment of the Chief?
Yes _____ No _____

7b. If the appointment must be confirmed or otherwise ratified, what state official or body is responsible for this? _____

8. What is the term of office of the Chief? _____ years; or at the pleasure of _____.
(Fill state officer or body)

9. Does the Chief sign a contract? Yes _____ No _____

9a. Does the contract contain a renewal clause? Yes _____ No _____

9b. What is the term of the contract? _____ years

10. Have evaluation procedures for the Chief been established? By state law? _____ By state policy or regulation? _____
(citation)

10a. How often is the Chief formally evaluated? _____
By whom? _____

11. Have termination procedures for the Chief been established? By state law? _____ By state policy or regulation? _____
(citation)

12. Is the Chief's position classified under civil service or similar system?
Yes _____ No _____

SALARY, BENEFITS AND EXPENSES

13. How is the salary of the Chief set? By law? _____
(citation)
By the State Board? _____ Under civil service or similar? _____
Other (please state) _____

14. What is the Chief's annual salary as of May 1975? _____

15. Is a cost-of-living factor built into the Chief's salary? Yes___ No___

16. If the Chief's salary has been increased in the last five years, how? Cost of living factor?_____ Automatic regular increases?_____ Merit?_____ Change in selection procedure from: elected to appointed?_____ appointed to elected?_____ Other reason_____

16a. Is the Chief's salary reviewed periodically to determine whether or not it is appropriate? Yes_____ No_____ How often?_____ By whom?_____

17. What are the arrangements for travel expenses? Exact reimbursement?_____ Travel allowance?_____ Other (please state)_____ List restrictions:

17a. How much travel is required, or what is usual per year? No. days in-state_____ No. days out-of-state_____

18. Which of the following benefits does the Chief receive? Indicate total or partial state payment of cost. Insurance: Life_____ Insurance: Medical/Hospital_____ Retirement_____ Other, such as housing, automobile, airplane. (Indicate total or partial)

19. How much time per year does the Chief recieve for: Vacation?_____ (days) Sick Leave?_____ (days) Consulting Leave?_____ (days)

20. For comparison purposes, please list the current yearly salaries of: Governor_____ President of largest state university_____ Highest-paid District Superintendent_____ Director of state education (teachers) association_____ President of state's largest private university_____

21. Please list the current yearly salaries of key administrative personnel (on the level directly below the chief) who report to the chief. List only the top six and their salaries.

COMPETENCIES AND QUALIFICATIONS

22. What qualifications for the Chief are set: By law?_____ (citation) or by policy or regulation?_____ (check if applicable) Briefly describe qualifications_____

23. What competencies does the Chief feel are essential for his position?

24. What competencies does the Chief feel are desirable (helpful, but not necessary) for his position?

25. What position did the current Chief hold before taking office?_____ Where?_____

26. What is the education background of the current Chief? List degrees, year earned, institutions._____

POWERS AND DUTIES

27. What are the major powers and duties of the Chief?

    Are these set by law?_____ Policy or regulation?_____
    (citation)

28. On what governing boards is membership of the Chief required? State whether membership is ex-officio, advisory, or voting.

29. What special arrangements exist for consultation by the Chief with:
    The Governor?_____ The Legislature?_____ The State Board?
    _____

30. In the past five years, what factors have influenced basic changes in the position of chief state school officer--the powers and duties of the office--salary changes, etc.? If position has changed from appointed to elected, or elected to appointed; from partisan to nonpartisan or reverse, how have these factors affected the chief? Discuss briefly.

*Non-member of ECS
**ECS Commissioner
( ) Year assumed office

APPENDIX C

CHIEF STATE SCHOOL OFFICERS

ALABAMA
Wyane Teague (1975)
Superintendent of Education
State Department of Education
State Office Building
Montgomery, Alabama 36134
(205) 832-3316
(Predecessor, LeRoy Brown, was survey respondent)

ALASKA
**Marshall L. Lind (1971)
Commissioner of Education
State Department of Education
Pouch F
Juneau, Alaska 99801

*ARIZONA
Carolyn Warner (1975)
Superintendent of Public Instruction
State Department of Education
1535 West Jefferson
Phoenix, Arizona 85007
(602) 271-4361

ARKANSAS
**A. W. Ford (1953)
Director
State Department of Education
Arch Ford Education Building
Little Rock, Arkansas 72201
(501) 371-1464

CALIFORNIA
Wilson Riles (1971)
Superintendent of Public Instruction and Department of Education
721 Capitol Mall
Sacramento, California 95814
(916) 445-4338

COLORADO
Calvin M. Frazier (1973)
Commissioner of Education
State Department of Education
State Office Building
Denver, Colorado 80203
(303) 892-2212

CONNECTICUT
Mark R. Shedd (1974)
Secretary, State Board of Education
State Department of Education
P.O. Box 2219
Hartford, Connecticut 06111
(203) 566-5061

DELAWARE
**Kenneth C. Madden (1967)
Superintendent of Public Instruction
State Department of Public Instruction
Townsend Building
Dover, Delaware 1990
(302) 678-4601

FLORIDA
**Ralph D. Turlington (1974)
Commissioner of Education
State Department of Education
115 STate Capitol
Tallahassee, Florida 32304
(904) 488-3255

*GEORGIA
Jack P. Nix (1966)
Superintendent of Schools
State Department of Education
242 State Office Building
Atlanta, Georgia 30334
(404) 656-2800

HAWAII
**Charles Clark (1976)
Superintendent of Education
State Department of Education
P.O. Box 2360
Honolulu, Hawaii 96804
(808) 548-6405
(Predecessor, Teichiro Hirata, was survey respondent)

IDAHO
Roy Truby (1975)
Superintendent of Public Instruction
State Department of Education
Len B. Jordan Office Building
Boise, Idaho 83720
(208) 384-3300

ILLINOIS
**Joseph M. Cronin (1976)
Superintendent of Education
Illinois Office of Education
100 North First Street
Springfield, Illinois 62777
(217) 782-2221

INDIANA
**Harold Negley (1973)
Superintendent of Public Instruction
State Department of Public Instruction
Room 229, State House
Indianapolis, Indiana 46204
(317) 633-6610

IOWA
**Robert D. Benton (1972)
Superintendent of Public Instruction
State Department of Public Instruction
Grimes State Office Building
Des Moines, Iowa 50314
(515) 281-5294

KANSAS
Merle R. Bolton (1975)
Commissioner of Education
State Department of Education
120 East 10th Street
Topeka, Kansas 66612
(913) 296-3201

KENTUCKY
James Graham (1976)
Superintendent of Public Instruction
State Department of Education
Capital Plaza Tower
Frankfort, Kentucky 40601
(502) 564-4770
(Predecessor, Lyman V. Ginger,
was survey respondent)

LOUISIANA
Louis J. Michot (1972-76)
Superintendent of Public Education
State Department of Education
P.O. Box 44064
Baton Rouge, Louisiana 60804
(504) 389-2553
(J. Kelly Nix assumes office May 1976)

MAINE
**H. Sawin Millett, Jr. (1975)
Commissioner
Department of Educational and
Cultural Services
Education Building
Augusta, Maine 04333
(207) 289-2321

MARYLAND
**James A. Sensenbaugh (1974)
Superintendent of Schools
State Department of Education
P.O. Box 8717, BWI Airport
Baltimore, Maryland 21240
(301) 796-8300, X 200,201

MASSACHUSETTS
**Gregory R. Anrig (1973)
Commissioner of Education
State Department of Education
182 Tremont Street
Boston, Massachusetts 02111
(617) 727-5700

MICHIGAN
**John W. Porter (1969)
Superintendent of Public Instruction
State Department of Education
Michigan National Tower
Lansing, Michigan 48902
(517) 373-3354

MINNESOTA
**Howard B. Casmey (1970)
Commissioner of Education
State Department of Education
7th Floor, Capitol Square
St. Paul, Minnesota 55101
(612) 296-2358

*MISSISSIPPI
Charles E. Holladay (1976)
Superintendent of Education
State Department of Education
P.O. Box 771
Jackson, Mississippi 39205
(601) 354-6933
(Predecessor, G. H. Johnston,
was survey respondent)

MISSOURI
**Arthur L. Mallory (1971)
Commissioner of Education
P.O. Box 480
Jefferson City, Missouri 65101
(314) 751-4446

*MONTANA
Mrs. Dolores Colburg (1969)
Superintendent of Public Instruction
State Department of Public Instruction
State Capitol
Helena, Montana 59601
(406) 449-3654

NEBRASKA
**Anne Campbell (1975)
Commissioner of Education
State Department of Education
233 South 10th Street
Lincoln, Nebraska 68508
(402) 471-2465

*NEVADA
John R. Gamble (1975)
Superintendent of Public Instruction
State Department of Education
400 West King Street
Carson City, Nevada 89701
(702) 885-5700
(Predecessor, Kenneth H. Hansen, was survey respondent)

NEW HAMPSHIRE
Newell J. Paire (1968)
Commissioner of Education
State Department of Education
State House Annex, Room 410
Concord, New Hampshire 03301
(603) 271-3144

NEW JERSEY
**Fred G. Burke (1974)
Commissioner of Education
State Department of Education
225 West State Street
Trenton, New Jersey 08625
(609) 292-4450

NEW MEXICO
Leonard J. DeLayo (1963)
Superintendent of Public Instruction
State Department of Education
300 Don Gaspar
Santa Fe, New Mexico 87501
(505) 827-2282

NEW YORK
**Ewald B. Nyquist (1969)
Commissioner of Education and
President of University of State of New York
State Education Department
New York State Education Building
Washington Avenue
Albany, New York 12224
(518) 474-5844

NORTH CAROLINA
A. Craig Phillips (1969)
Superintendent of Public Instruction
State Department of Public Instruction
Room 318, Education Building
Edenton and Salisburg Streets
Raleigh, North Carolina 27611
(919) 829-3389

NORTH DAKOTA
M. F. Peterson (1951)
Superintendent of Public Instruction
State Department of Public Instruction
State Capitol
Bismarck, North Dakota 58505
(701) 224-2261

OHIO
**Martin W. Essex (1966)
Superintendent of Public Instruction
State Department of Education
65 South Front Street, Room 808
Columbus, Ohio 43215
(614) 466-3304

OKLAHOMA
**Leslie Fisher (1971)
Superintendent of Instruction
State Department of Education
2500 North Lincoln
Oklahoma City, Oklahoma 73105
(405) 521-3301

OREGON
Verne A. Duncan (1976)
Superintendent of Public Instruction
State Department of Education
942 Lancaster Drive, N.E.
Salem, Oregon 97310
(503) 378-3573

PENNSYLVANIA
John C. Pittenger (1972)
Secretary of Education
State Department of Public Instruction
911, Education Building
Harrisburg, Pennsylvania 19126
(717) 787-5820

RHODE ISLAND
**Thomas C. Schmidt (1975)
Commissioner of Education
State Department of Education
199 Promenade Street
Providence, Rhode Island 02908
(401) 277-2031

SOUTH CAROLINA
**Cyril B. Busbee (1967)
Superintendent of Education
State Department of Education
1006 Rutledge Building
Columbia, South Carolina 29201
(803) 758-3291

SOUTH DAKOTA
Thomas C. Todd (1975)
Superintendent
Division of Elementary and Secondary Education
State Capitol Building
Pierre, South Dakota 57501
(605) 224-3243

TENNESSEE
**Sam H. Ingram (1975)
Commissioner of Education
State Department of Education
100 Cordell Hull Building
Nashville, Tennessee 37219
(615) 641-2731

TEXAS
**Marlin L. Brockett (1974)
Commissioner of Education
Texas Education Agency
201 East 11th Street
Austin, Texas 78701
(512) 475-3271

UTAH
**Walter D. Talbot (1970)
Superintendent of Public Instruction
State Board of Education
136 East South Temple
Salt Lake City, Utah 84111
(801) 320-5431

VERMONT
Robert A. Withey (1972)
Commissioner of Education
State Department of Education
State Office Building
Montpelier, Vermont 05602
(802) 828-3135

VIRGINIA
W. Eugene Campbell (1975)
Superintendent of Public Instruction
State Department of Education
P.O. Box 6-Q
Richmond, Virginia 23216
(804) 770-2612

WASHINGTON
**Frank B. Brouillet (1973)
Superintendent of Public Instruction
State Department of Public Instruction
Old Capitol Building
Olympia, Washington 98504
(206) 753-6717

WEST VIRGINIA
Daniel B. Taylor (1970)
Superintendent of Free Schools
State Department of Education
Building 6, Room B358
1900 Washington Street East
Charleston, West Virginia 25311
(304) 348-2681

WISCONSIN
**Barbara Thompson (1973)
Superintendent of Public Instruction
State Department of Public Instruction
126 Langdon Street
Madison, Wisconsin 53702
(608) 266-3390

WYOMING
**Robert G. Schrader (1971)
Superintendent of Public Instruction
State Department of Education
State Office Building, West
Cheyenne, Wyoming 82002
(303) 777-7673